

# The Essex Sector Development Report: Autumn 2023



# Foreword

**Economic growth is the engine that will drive and enable so many of our wider ambitions – from levelling up to net zero.**

A rising tide lifts all boats – and that’s why it’s crucial that this economic growth isn’t for its own sake, but towards the ends of making a stronger, more inclusive, and more sustainable economy for the county.

It’s also important that the greater prosperity that this more resilient, accessible, innovative, and sustainable future economy will bring is not about abstract figures reported on the news but making a tangible difference in the real lives of our residents and businesses.

→ To see and feel a difference in the jobs available in the county, the quality of places people can live and work, the opportunities for investment and growth, and the ability of every single person in the county to grasp those things is what this Sector Development Delivery Plan is all about.

Against a difficult economic backdrop for our county and the whole of the UK, our plan to deliver this prosperity is more important than ever. Our Sector Development Strategy set out the scope and scale of the opportunity ahead of us, and now we’re showing what’s being done, what more needs to happen - and why Greater Essex is one of the best places for the growth of national priority sectors in the country.

We recognise we cannot do it alone and that’s why we’re working with partners across Greater Essex. We are calling on every level of society, from local residents to His Majesty’s Government, to do their bit to deliver a truly thriving Essex economy.

**Cllr Tony Ball**  
**Education Excellence, Life Long Learning and Employability,**  
**Essex County Council**



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# 1

## Introduction

### Making Greater Essex the Home of Growth.

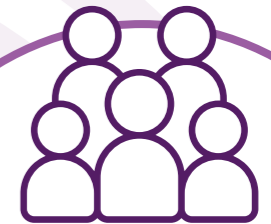
This document represents the culmination of nearly 3 years of collaboration across the public and private sectors to shape a vision for the future economy of our region – a vision that can be invested in and delivered. While this document has been produced by Essex County Council, it has no singular owner – throughout this plan there are actions, offers, and asks, from organisations across sectors and geographies across the Greater Essex region and beyond.

### 1.1 Our Roots

Building on the publication of our **Sector Development Strategy**, ([www.essex.gov.uk/plans-and-strategies/sector-development-strategy](http://www.essex.gov.uk/plans-and-strategies/sector-development-strategy)) this report showcases our ambitious programme to transform our economy. But to do this, we need to understand where we're standing today:



Greater Essex generates **£42 billion in Gross Value Added (GVA) per annum** for the country, larger than many other UK regions such as the Tees Valley and Durham (£22bn), Merseyside (£32bn), and Shropshire and Staffordshire (£34bn). (ONS, 2021).



**By 2040** Essex's population is likely to increase by **13 per cent, or 192,000 people, to 1.65 million** – allowing for significant economic growth (ONS, 2020).



It is home to **world leading R&D** in quantum technologies, medicine, data science and advanced manufacturing – all underpinned by **growing universities**.



Our **connections to London, Cambridge and the M11 Corridor, East Anglia**, and the **rest of the world** are **growing rapidly** as more people choose to make Essex their home.



## 1.2 Our Sectors

Our strategy identified 5 key sectors that have the potential to bring massive growth that will supercharge the wider economy.

### These sectors:

- Will drive direction of the rest of the economy and how it performs

- Will positively impact the negative indicators of our current economic situation - **productivity, R&D investment, innovation**
- Are most likely to provide **good jobs** in the future - secure, accessible, well remunerated employment

This is what the 5 growth sectors are currently worth to the Essex Economy:

Over the next 20 years, our growth sectors are projected to contribute an extra:

**Construction:**  
£5.4 billion



£4.1 billion  
37,000 jobs

**Energy:**  
£288 million



£18 million  
1,000 jobs

**Advanced Manufacturing & Engineering:**  
£2 billion



£312 million

**Digitech:**  
£1.2 billion



£340 million  
2,700 jobs

**Life Sciences:**  
£94 million



£94 million  
3,500 jobs



### Existing Sector Strengths

At the same time we recognise that there are other parts of the economy that, while not a direct focus of the strategy and delivery plan, we need to shape our work in support of:

- They are important Sectors in own right to help shape a vibrant economy.
- They are major employers and contributors in different parts of Essex, all will be shaped by impacts of DigiTech
- They will continue to be supported by activities across ECC and by partners
- It's important to ensure that employees in these sectors have pathways into roles in the growth sectors

### The Sectors are:



**Logistics**



**Retail**



**Tourism, Arts, Culture & Creative**



**Agriculture**



**Professional Services**



## 1.3 A Vision for the Future

To capture the full value of our future growth, beyond narrow individual measures of economic 'success', we have set out 3 priorities that shape our actions:

### A Thriving Economy

Using the sectors to market Essex as a centre of innovation and entrepreneurial spirit.

#### Delivering:

- ✓ More high-quality jobs in the sectors of the future
- ✓ More funding for innovation
- ✓ Good quality buildings for businesses
- ✓ A business community that is ready to take advantage of innovation and technology
- ✓ Residents with the confidence to embrace digital services and employment opportunities



### An Economy for Everyone

Ensuring every resident of Essex can gain the skills and experience to succeed in the sectors regardless of who they are.

#### Delivering:

- ✓ A system that supports businesses and aligns with the jobs and opportunities of the future
- ✓ A collaborative approach between education, businesses, and local government
- ✓ Clear pathways of employment from traditional sectors into the five growth sectors
- ✓ Equality of opportunity in our growth sectors







# An Economy Fit for the Future

Centring green growth as intrinsic to our future growth to ensure we meet our target for a net zero county by 2035.

### Delivering:

- ✓ Progress towards a decarbonised energy system
- ✓ Sustainable new homes and a thriving retrofit sector for existing homes
- ✓ Essex at the forefront of low carbon energy development and employment
- ✓ Harnessing innovation to reach our net zero ambitions

Only by achieving all 3 of these outcomes in concert can we say we have succeeded – increasing productivity while widening inequality and worsening the sustainability of our economy is not an option. The activity set out in this report is aligned across these 3 priorities to demonstrate the long-term outcomes we are working towards with every pound spent and project delivered – and while we have a plan for strategic investment to deliver these goals, we can't do it alone.

→ This plan is about the Greater Essex economy as a whole, not one organisation's role in it – we'll need every part of the Essex system to come together to deliver this scale of ambition...

... but as the rest of this delivery plan shows, Essex as a place is already making great strides towards this vision of the future and with the right support and investment, we can go even further.



# We'll need every part of the Essex system to come together to deliver this scale of ambition.



# 2

## A Platform for Transformational Growth

### The Strategic Case for Greater Essex

Greater Essex is a place primed to deliver the transformational benefits that the growth sectors can bring – it is a great place to do business; it is an attractive place for inward investment; and it is the ideal place to demonstrate the delivery of national priorities.

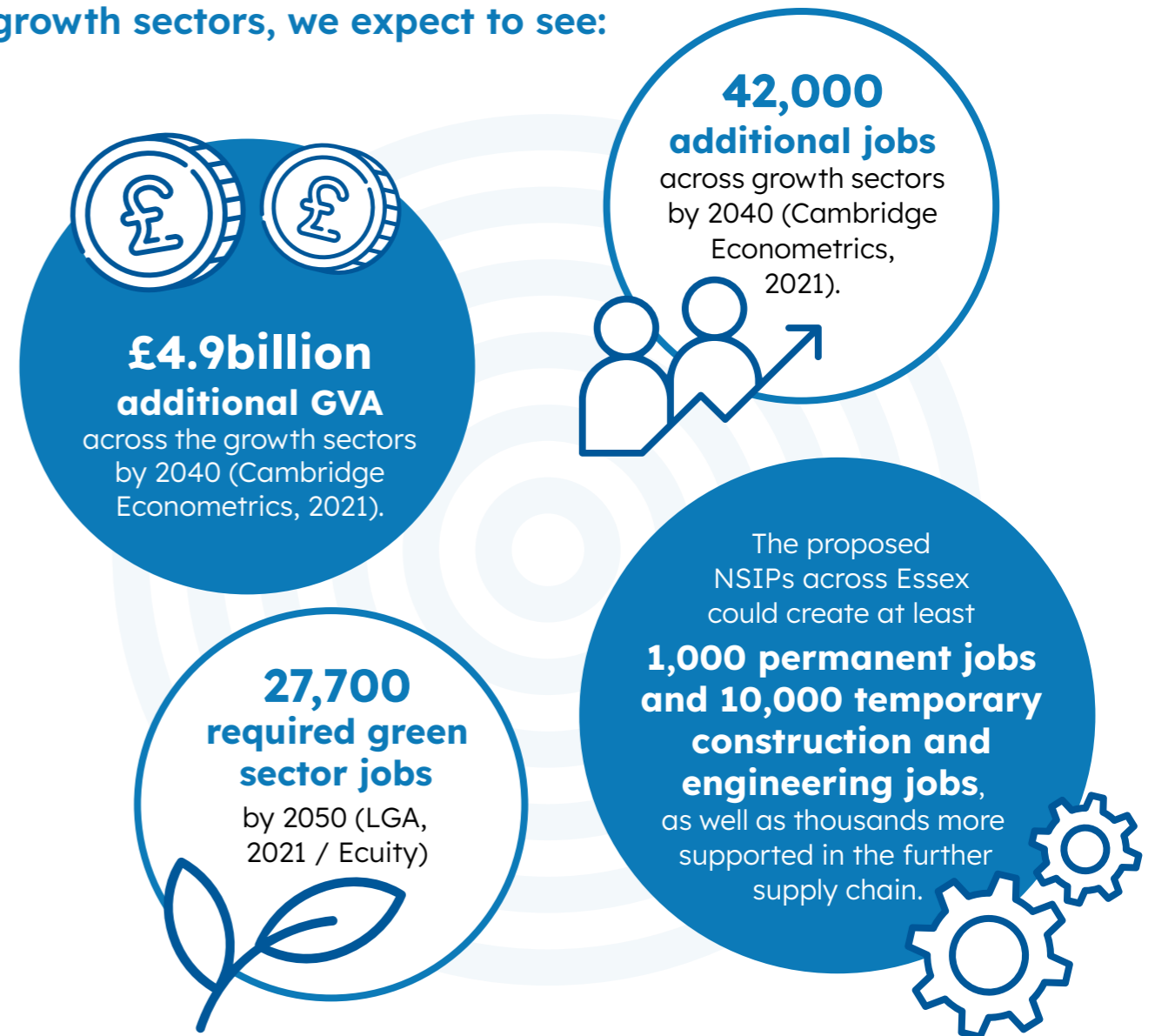


### 2.1 The Potential Scale of Growth

The growth of our identified sectors will support a future thriving economy in Essex, bringing jobs and prosperity over the course of the next ten years and in turn support our strategic goals and opportunities.

Being primed for growth means one key thing in reality – that the launch still needs to happen. We have fundamentals that make us well suited to the sectors, we still need support from Government, businesses, investors, and all of our partners to deliver on our potential. But if we are supported, the benefits will be felt across the country, not just the county.

We know that, across our key growth sectors, we expect to see:

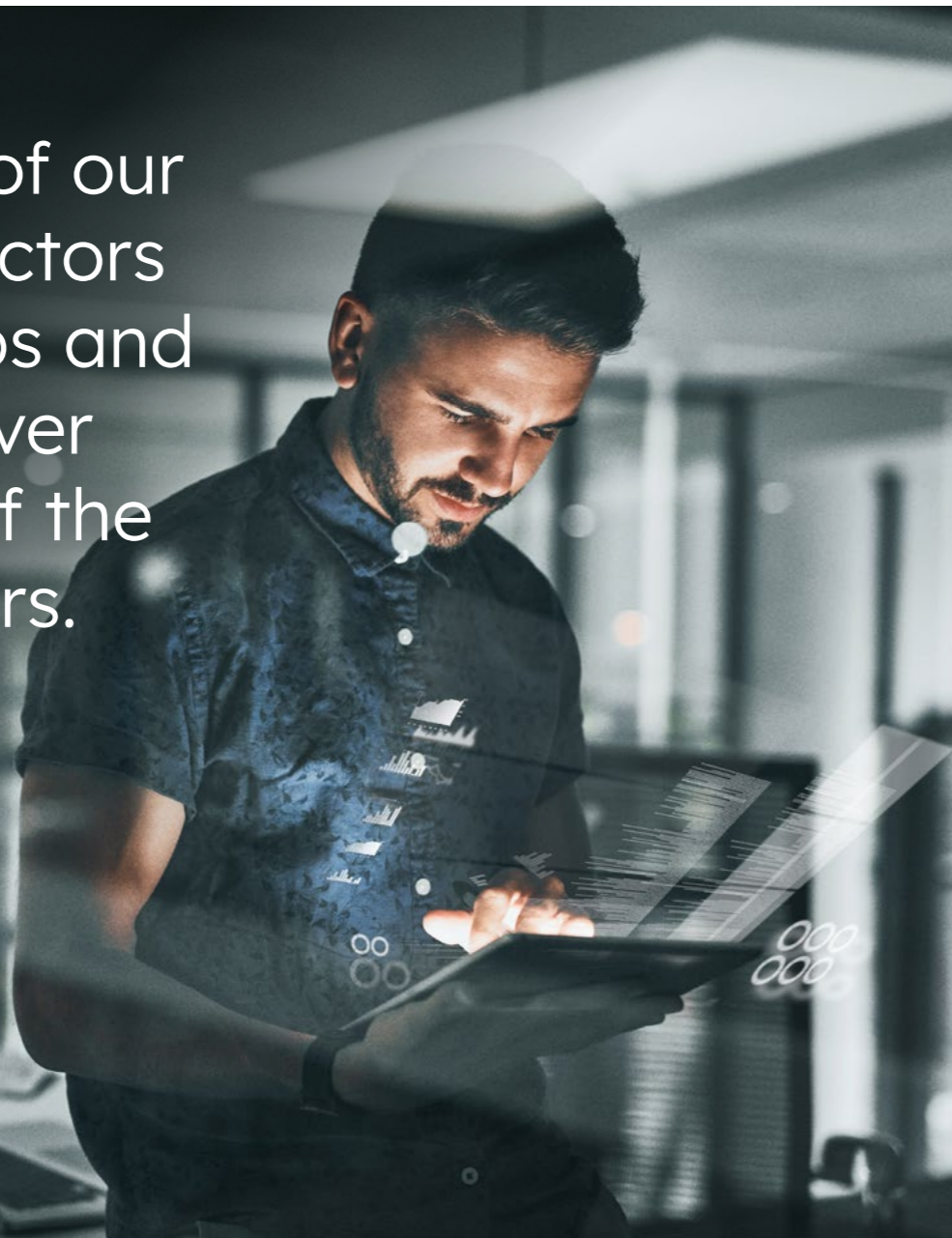




These would deliver significant contribution to national growth and national priorities. But these outcomes are not guaranteed, they are projections based on what is likely. Missing out on this growth risks embedding inequality. Our work aligns with wider levelling up ambitions for the county to target opportunities to where they are needed most as well as maximising economic output. Missing these opportunities also risks letting less sustainable and less future-proofed sectors dominate employment growth, delaying our move towards net-zero and hampering innovation.

The scale of this opportunity can be supercharged by the greater devolution of powers and funding to the local level. Control over adult education budgets, an investment pot of both capital and revenue funding to kickstart innovation initiatives, with a greater flexibility in planning and longer-term funding certainty would all allow Greater Essex to tailor its support to residents and businesses. This in turn would allow them to thrive beyond current projections and deliver even more towards our shared goals.

The growth of our identified sectors will bring jobs and prosperity over the course of the next ten years.



## 2.2 A place that Growth Sectors want to be

We know from talking to our local businesses that there's lots of reasons Essex is a great place to be for any sector – but especially in those in emerging fields that want to get started quickly:

### The best thing about Essex is the people

“Without the people we would not be able to have delivered what we have achieved in the last 15 years... the talent is key.”

**John Harker, Tecosim**

“We have a fantastic apprentice scheme. We have many people that choose to work for us for decades-40 or 50 years is not unusual within our employee base...”

**Jon Kemp, Teledyne e2v**

### A Culture of Thriving Business

“The perfect ecosystem for a business to grow and succeed.”

**Lara Fox, Objective IT**

“We have got international links, but we will stay based in Essex because there are no boxes that it doesn't tick.”

**Brigitte Bard, Biosure**

“The infrastructure and the accessibility are all vital parts of what Essex can deliver for us to succeed.”

**John Harker, Tecosim**





## 2.3 A Growing International Identity for Investment

**Essex is a geographically large county and presents a unique diversity of strengths and opportunities to attract Foreign Direct Investment (FDI).**

These range from FinTech and professional services-oriented opportunities in ‘London facing’ regions in the South, to marine technologies and renewable energy along the coast, and life science opportunities in the North towards Cambridge. The county has attracted **45 FDI projects since 2016**, with Transport & Logistics outperforming other sectors and

accounting for 36% of all projects. 2016 saw a spike in job creation in Essex, as a result of Amazon’s investment in the Retail and Consumer Products sector through the opening of a **1,500 staff distribution facility** in Tilbury. Inward FDI picked up again in 2018 with **Ryanair’s £228.9m investment** in the Transport and Logistics sector through the opening of an aircraft base in Rochford.

Given Essex’s strategic position, as well as air access through its two airports, it has great potential to attract investment in the aerospace sector. Significant investments have already

been made in Essex including Arabasco’s investment in its first UK office and facilities at the Diamond Hangar Aviation Center in 2016 and Aero Toy Store’s redevelopment of the Diamond Hangar at London Stansted.

Essex has many attractions to offer inward investors and the talented individuals Essex businesses need. To make Essex stand out and compete the county needs to speak with one voice, promoting the future growth sectors in agreed priority markets, and leveraging in private sector investment to achieve this.

“ One of the great benefits of being based here is our transport links. We have such great proximity to London as well as the ability to easily travel by air, sea, roads, train – makes it easy for us to do business with customers on a global scale and our suppliers. ”

**Alison Hartley**  
**(Teledyne e2v, Chelmsford)**



## 2.4 Strong Education Institutions

We have 3 higher education institutions with a strong base in the county, as well as close links with many others.

They act not only as powerful anchor institutions to multiply the impact of the money we spend in Essex and drive us forward to deliver our goals, but they are also already in position to supercharge our growth sectors with their specialisms and UK-leading research and innovation initiatives:

### The University of Essex

Essex is committed, fundamentally, to improving lives, and driving economic growth. **The University of Essex** wants to support levelling-up by creating new, high-quality jobs for people in the towns and cities we serve – including many of its own graduates.

The University's overall economic impact in the region is close to £600m per year and the world-leading research institution has attracted £20m of investment for R&D through knowledge transfer work alone.

Since 2001 they have supported more than 100 companies through Knowledge Transfer Partnerships (KTPs) – taking research and researchers into companies to create new services, processes and products and co-produce evidence-led, high-impact solutions to key business challenges. **This has made Essex the number one university in the UK for active Innovate UK funded KTPs.**

They are in the UK top 10 for five subjects based on Times Higher Education's 'research power' measure with a growing national influence.

The new **Institute of Public Health and Wellbeing** adds even more value by providing a strategic focus and draws on the University's unique combination of expertise in artificial intelligence, advanced data analytics and social and economic research, coupled with medical approaches, to develop its research agenda.

The University is also launching a new **AI For Services hub**, which will bring together leading academics from across the University to design bespoke trustworthy AI solutions for challenges faced in the professional services industry.



### Anglia Ruskin University (ARU)

**ARU offers degree apprenticeships relevant to all key sectors**, including Digital Technology and Data Science; Health; the Built Environment; and Public Services. There are currently 250 apprentices in Surveying and Construction Site Management, 108 apprentices in Civil Engineering, and over 1000 apprentices across a range of healthcare professions. They are also actively growing Knowledge Transfer Partnerships with businesses in key sectors, including advanced manufacturing, digi-tech, life sciences, and clean energy.

Crucially, ARU are leading a number of programmes to boost the inclusivity of future economic opportunities and support a thriving innovation culture:

- **Women in Engineering** is an innovative programme, developed by ARU that comprises three strands: workshops and talks by female role models; Women in Engineering and Built Environment (EBE) Mentoring; the development of a virtual Women in EBE community and signposting to inclusive development opportunities and experiences.
- **ARISE Innovation Hubs** provide 2,000 square metres of work and innovation space, and a comprehensive programme to support SME innovation for entrepreneurs.
- **The Anglia Ruskin Innovation Centre (ARIC)** is a strategic partnership between ARU and TWI Limited, with the aim of developing a comprehensive research capacity focused on digital transformation of management, people, skills, and organisational innovation within the context of the shift to Industry 4.0.
- **Clinical Entrepreneurs Programme** – this ARU led, national programme, provides NHS clinicians with expert commercialisation support to develop innovative ideas into products and businesses that will benefit NHS patients.
- **Sustainable Futures** brings together key research and innovation to better understand the challenges of decarbonisation and transition to net-zero. Practical support to businesses includes the SENE project, which encourages new build, retrofit, and renewable energy technology uptake, as well as carbon footprint assessment.



## Writtle College University

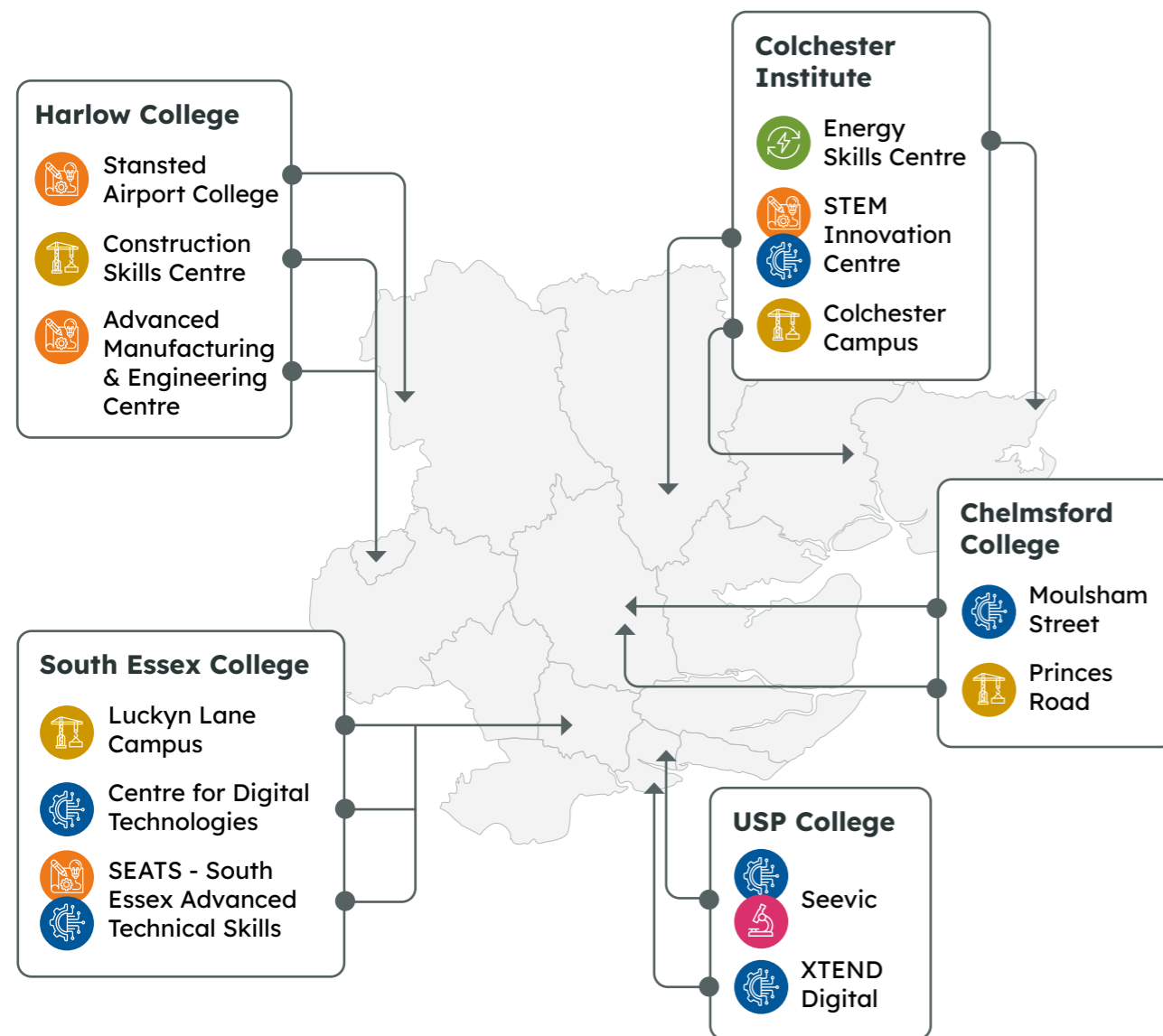
Soon to be part of ARU, Writtle College University is one of the county's leading land-based, environmental, and animal based course providers offering provision from Apprenticeships through to Postgraduate level.

Writtle are leading on working with Essex based agricultural and construction machinery manufacturer CNH to develop sustainably fuelled vehicles including Hydrogen power and integrating these across their priority partner sectors.

## South Essex Advanced Technical Skills (SEATS)

Funded by ECC and South Essex Councils, SEATS will offer brokerage for high level technical skills development in fields such as engineering, digitech, and logistics. Its board includes representation from key local businesses including Ford, DP World, and Southend Airport. The first apprentices will start training in Autumn 2023.

To deliver opportunities for everyone, including underrepresented groups, we need a skills system that helps to ensure that planning and provision balances the current and future skills needs of the economy with the demands of residents, giving all individual learners and the businesses that employ them the best possible chance of realising their potential. Developing this approach will require close collaboration between skills providers and businesses to develop tomorrow's workforce, to improve the industry relevance of qualifications, enhance awareness of career opportunities and support capital investment in delivering further and higher-education capacity.





# 3

## The Engines of Growth

We are working together to build on our successes and take the opportunities that could be lost without action.

We're clear that the Greater Essex economy is a collection of local strengths driven by people, infrastructure, and institutions that work together to create 'functional economic areas'. Our work will therefore be aligned with these areas and involve collaboration on both data sharing and delivery programmes between ECC and partner authorities and organisations.

### 3.1 Functional Economic Areas of Greater Essex

**Essex has a number of sub regional partnerships based on 'Functional Economic Areas' with a primary focus on driving economic growth.**

The North Essex Economic Board (NEEB) is a partnership of seven local authorities: Braintree, Maldon, Tendring and Uttlesford district councils, Colchester Borough and Chelmsford City Councils and Essex County Council.

South Essex Councils (SEC) is a partnership of seven local authorities: Basildon, Brentwood, Castle Point, and Rochford District and Borough Councils and Southend-on-Sea and Thurrock Unitary Councils and Essex County Council.

Both NEEB and SEC have jointly agreed strategies with a primary focus to drive forward a collective long-term ambition to drive economic growth in their regions. SEC are working closely with Thames Estuary Growth Board whose plan is focussed on green growth through sustainable transport and energy. Their "Green Blue" action plan sets out the aim to maximise the benefits, potential and opportunities of the UK's most important waterway, the river Thames, and the land, communities, places and businesses that are bound to it. They are backing key projects such as the Lower Thames Crossing and are spearheading the development of decarbonisation technologies and investment across the region.

Partnership arrangements for West Essex authorities – Harlow, Epping Forest, and Uttlesford are rooted the UK Innovation Corridor (UKIC), promoted as UK's leading sci-tech region, driving investment and growth from London to Cambridge in life sciences, ICT, digital and media, AgriTech and advanced manufacturing

All three Functional Economic Areas are home to emerging business clusters developing around academic, infrastructure and business strengths.

The three partnerships provide opportunities to pool resources and collaborate on initiatives that deliver an impact wider than their own geographic boundaries. This in turn enables partners to create collective scale and impact and adopt a joined-up approach to the various contributors to economic growth including: infrastructure, planning and housing; skills, business support, inward investment, the rural economy, tourism, and international trade.

➔ **If empowered further through access to greater funding and deeper collaboration this in turn will magnify our collective ability to deliver long-term sustainable growth in the key sectors.**



## Aligning Our Work with Local Partners

Local Authorities across Essex are developing place-based approaches to support regeneration and economic growth, and ensure that it contributes to our work on levelling up by linking residents (in particular deprived communities) to opportunities and improving the local environment.

 **It's crucial that our work to grow our priority sectors incorporates and builds on this work to create projects that deliver more than the sum of their parts.**

The examples highlighted below are not the totality of the work underway across the county (in places such as Basildon or Southend), but showcase the depth and breadth of our efforts to deliver real change for our residents – and these efforts will be closely aligned with our wider programme of work across localities in the county:

- **In Colchester**, this includes work with ECC and Colchester Borough Council on a new town centre master plan, a £20m

Levelling Up Fund bid to regenerate the St Botolph's area and the implementation of a £19.2m Town Deal funding package that will support a wide range of measures including a digital skills facility and digital working hub, public realm improvements and a new cycling connection between the town centre and the University of Essex campus;

- **In Tendring**, this includes work to support and maximise the benefits from Freeport East (see below), a range of initiatives to boost transport connectivity and skills provision, and projects with Tendring District Council and ECC on town centre regeneration in Clacton and Harwich & Dovercourt – including major Levelling Up Fund bids that could bring new skills facilities, homes and public realm improvements;
- **In Harlow**, this includes regeneration work through the £23.7 million awarded through the Towns Fund which will help to improve connectivity across the town and in the town centre; make the town feel safer and more attractive; and invest in a new Institute of Technology to boost local opportunities to gain skills in the sectors of the future. It also includes the Harlow Investment Fund to help unlock key sites in the town centre to facilitate wider regeneration.

## North Essex

**North Essex has a plethora of economic opportunities based on key sector strengths and we will work closely with local partners to deliver specific work programmes to deliver them:**



**Freeport East** (see case study 1) - will be a hub for global trade and national regeneration as well as creating a hotbed for innovation (especially in clean energy) that will have impact across the UK. With its unique global links and existing innovative sectoral clusters, Freeport East will attract inward international investment and drive domestic growth, propelling the country's economy forward. The Freeport will transform the region through new and additional investment in world-leading infrastructure and innovation, driving the Green Industrial Revolution and providing extensive re-skilling and up-skilling opportunities to transform the life chances of thousands of people.



**Caretech** - ECC's annual spend on providing packages of social care support is over £0.5bn. An ageing population means that this expenditure is growing, along with demand for an already stretched care workforce. Technology and its future development is a key contributor to solutions for the home care market and brings with it considerable opportunity for economic growth. North Essex provides a strong

opportunity for growth in this sector and is already home to the national HQs of several large Care Providers. Early appraisal has shown a strong interest from the caretech sector in positioning a dedicated national centre to evaluate the benefits of technology in all care settings in this location.



**Med-tech and Life Sciences** - Chesterford Research Park in Uttlesford is home to a cluster of life science businesses accommodating global businesses such as AstraZeneca and Charles River, as well as start-up and expanding firms. The new Cell & Gene Therapy Catapult Centre in Braintree is part of a network aiming to become a globally recognised cluster for developing new and innovative businesses and business applications in Cell & Gene Therapy. The planned Icen Centre development at Colchester Hospital will build on existing capabilities in Robotic Surgery to create a leading centre for training both inside and outside the UK.





### Advanced Manufacturing and Digital

- The North of Essex already has great strengths and growth potential in the Advanced Manufacturing and Digital Sectors, with key companies in the region including Teledyne e2v, BAE Systems, ebm-papst GmbH and Global Marine in Chelmsford, CML Microsystems in Maldon, Concurrent Technologies in Colchester and Pickering Electronics in Tendring. Chelmsford has historically been a Centre for Advanced Manufacturing & Engineering, being the original home for Marconi's businesses over 100 years ago.



**Clean Energy** - The northeast coast of Essex is already home to both the Galloper and Gunfleet Wind farms with Operations & Maintenance centres at Harwich and Brightlingsea. With the expected growth in offshore generated

wind energy in the coming decade, northeast Essex is ideally placed to exploit these coming opportunities with the planned North Falls and Five Estuaries Wind Farms as well as associated infrastructure. The Freeport East (above) is planned to be developed as a Clean Energy Hub with the potential to serve many facets of this growing industry.



**AgriTech** - The Tendring peninsula is already home to a number of growing AgriTech businesses, and together with its climate, the UoE EPIC (Essex plant innovation centre) this affords an opportunity for growth and innovation in AgriTech and food. The Crouch Valley in Maldon is already experiencing significant growth in grape and wine production due to its microclimate.



## Case Study 1

# Freeport East

**Covering Britain's busiest container port, two major ferry ports and located close to the East Coast green energy cluster, Freeport East offers a unique combination of advantages to benefit traders, manufacturers and clean energy suppliers.**

It will create **13,500 new jobs** and generate a Gross Value Added (GVA) of **£5.5 billion** over 10 years.

Freeport East will deliver a unique global trading opportunity linking the UK's largest container port and Ro-Ro/passenger ferry services to create a springboard into Europe for UK businesses and inward investors and attracting new capital and investment to the UK.

The Harwich area of the Freeport has the potential to become the southern North Sea's leading Green Energy Hub, providing competitive services to the offshore wind markets on the east and southeast coasts of the UK (with easy access to the North Sea, offering the

ability to service the whole UK and Northern European markets)

A new 1400m quay at Bathside Bay (part of a potential 120ha land reclamation scheme), Harwich will support a rapid expansion in the manufacturing of offshore wind projects and components developing and embedding a home-grown supply chain for innovative green energy infrastructure and solutions, enhancing UK supply chain and future-proofing the UK's energy resilience.

Energy from offshore wind and new nuclear will support the development of a new purpose-built Green Hydrogen Hub, utilising the existing mass of road, rail, and maritime freight movements at the ports to deploy an effective and influential hydrogen programme for uses across the freight sector and creating thousands of new, high-skilled jobs.





## West Essex

West Essex, encompassing the Districts of Epping Forest and Harlow (and dually with north Essex, Uttlesford) is part of an area covered by the UK Innovation Corridor (UKIC).

It ranges from London fringes in the south through rural and urban new town such as Harlow, through market towns such as Epping, Dunmow, and Saffron Walden to the fringes of Cambridge in the north. At its heart is the single largest employment site in the east of England-Stansted airport which operates as a European hub but is increasing its long-haul connections and growing its air freight. To the north is the largest brown field employment land site in Essex-Stansted Northside of nearly 100 acres. Current plans are to realise 2.1M sq ft of commercial employment space leveraging £250M of inward investment. Specific sector strengths and opportunities include:



**Epping Forest has a strong commercial construction sector** with businesses such as Hill Group, Galliard, Higgins and Camfaud located there who have significant regional and national presence.



**Initiatives taken forward under the DIZ (Digital Innovation Zone)** have meant that Epping Forest is one of the **best-connected rural areas in the whole country**. Harlow is home to the

UK's premier data centre, Kao Park, and the Cambridge 1 Supercomputer. With all sectors and industries facing digital transition under the **Industry 4.0**, Harlow stands to be at the centre of an ever-widening set of opportunities.



**Health & Life Sciences are both an existing strength and hold potential for growth for West Essex.** The planned move of UKHSA to part of the old GSK site in Harlow will hopefully kick start the growth of the Life Sciences and MedTech Sector in Harlow. This together with the opportunities afforded by Harlow Innovation Park, Harlow Enterprise Zone and the potential relocation of Princess Alexandra Hospital together with the new ARU ABOVE programme which aims to foster growth in key sectors mean that Harlow is ideally placed to benefit. North Uttlesford is home to Essex's one true science park, Chesterford Research Park, which although hugely successful in terms of advanced laboratory facilities used by R&D intensive businesses in biotechnology, pharmaceutical and technology businesses, but still has space to grow within its 250 acres of parkland.



**There are a number of specialist Advanced Manufacturing and Engineering** businesses located across the West from Arrow Electronics, Raytheon, Harlow Group and OI Glass in Harlow through to specialist manufacturers such as Contamac in Saffron Walden.

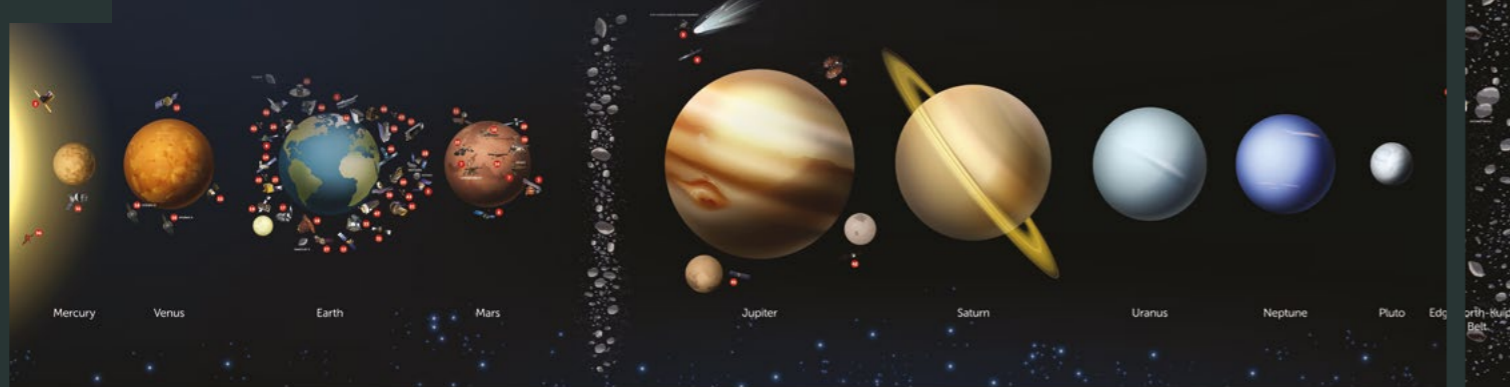


**MAG Stansted** has recently committed to becoming Net Zero by 2050 as part of initiatives to decarbonise air travel. It has commissioned a new 14.3MW solar farm, and as part of the Jet Zero initiative has committed to support the development of Sustainable Aviation Fuels (SAF). This will link with other Essex clean energy opportunities within the supply chain such as Hydrogen developments.





# Advanced Manufacturing



## Space and Satellite Sector, a growth opportunity for Essex.

The East of England has the second highest concentration of Space and Satellite applications businesses registered in UK, and Essex is home to more than 30% of the East of England's identified businesses operating in the Space Sector.

Essex has already carved itself a unique position in the UK Space and Satellite applications sector supplying NASA, ESA, and other global space players with equipment. Essex made components are in orbit around all the planets in the solar system, recording and feeding back data, and support vital functions on NASA's Mars Rover. Essex Space businesses are also playing a key role in monitoring and predicting Climate Change in providing key components for the Copernicus and CO<sub>2</sub>M programmes which measure the levels of CO<sub>2</sub> produced by human activity on earth.

A future growth industry is predicted when businesses are mandated to

report on their emissions and Essex is primed as one of the world's leading places the manufacture the sensors which will do this and interpret the data.

Debated in both chambers of the Houses of Parliament and highlighted within the UK Covid Recovery Plan, the UK Government has espoused an ambition to **capture 10% of the global space industry by 2030, worth an estimate \$40BN pa.**

Essex therefore already has a significant sector base/cluster of space and satellite and with the challenge laid down by Government is **ideally placed to exploit the opportunity and engender future sector growth and cluster development** in terms of growing existing businesses in the sector, creating new highly paid and highly skilled jobs and attracting new businesses from UK and overseas to locate in Essex because of the strength of the Space and Satellite Applications Sector.

## South Essex

South Essex is the predominantly urban part of Essex with a near constant conurbation running east from the London fringes.

South Essex will have growing opportunities afforded by the new nearby Thames Freeport which covers sites in Thurrock and Barking & Dagenham along the north bank of the river Thames.



**Advanced Manufacturing and Engineering** - South Essex is home to significant manufacturing and engineering sites at Ford (Dunton), Leonardo MW, Gardiner Aerospace and Case New Holland (Basildon) and Ipeco (Rochford) as well as a number of specialist SMEs. The new proposed SETU and Institute of Technology will support growth in the sector and the new South Essex College Digital Skills Campus in Basildon will support the digitisation agenda across all sectors.



**Clean Energy** - There are also significant energy opportunities linked to existing assets along the Thames and other energy infrastructure on Canvey Island, but the potential for Hydrogen and other clean energy sources for use by South Essex's industrial base is also being explored.

Thames Freeport envisages creating over 20,000 new jobs and will have a significant impact across the South of the County. There has already been a significant amount of work planning for a Hydrogen future across South

Essex, and significant battery energy storage projects by InterGen and Anesco are planned.



**Life Sciences** - South Essex, which is home to both Basildon and Southend Hospitals (part of MSENHST) and has a significant med tech sector with businesses such as global giants Olympus, through to specialist SMEs such as Surgical Instruments and Eye Technology.



**Green Construction** - South Essex also boasts a significant construction sector with national housebuilders such as Countryside and McClaren in Brentwood through to innovative businesses at the forefront of reducing the carbon footprint of homes such as a Swan nu build. There are a huge number of Construction SMEs across South Essex and it is vital that they are afforded opportunities to contribute to the growth in net zero and low carbon construction and retrofit going forward.





South Essex has traditionally had a high proportion of commuters travelling to London but with **increased digitisation** moving forward post pandemic this affords greater opportunities across south Essex. In recent times **South Essex College has opened its Digital Skills Campus in Basildon** and **USP College has opened its XTEND Digital Campus on Canvey Island**, both of which will be contributing to creating a digitally enabled workforce for the future as well as supporting

an emerging **CreaTech** cluster of Creative Digital businesses across South Essex and significant operations such as at the High House Production Park.

South Essex has also gained its first dedicated Business Innovation Centre with the Launchpad, to be situated at Southend Airport Business Park in Rochford, which will kick start the growth of new and existing innovative SMEs.

### Case Study 3

# Thames Freepport

**Thames Freepport is a unique, once-in-a-generation opportunity to stimulate trade, accelerate energy transition, and transform the lives of people in London and the boroughs to its east. The Freepport will create new, transformative opportunities for communities along the Thames Estuary.**

Over 21,000 new jobs are expected to be created across the Freepport sites, the majority in logistics and added value manufacturing.

With **18 million people** on its doorstep, Thames Freepport is closer than any other enterprise zone to Europe's largest and most economically important consumer market, with global connectivity to **130 ports** in **over 65 countries**.

It is the start of a world class industrial and innovation cluster on the banks of the River Thames. A beacon for

advanced manufacturing, clean energy technologies, and future logistics, Thames Freepport will reshape supply chains and create new commercial value for businesses across a vibrant port-centric ecosystem. The Freepport's intermodal networks across river, rail and road, and a focus on decarbonisation and the circular economy, make it the clear choice for investment and innovation in clean logistics and manufacturing

Their partners are world leaders in making trade flow and have invested over £2.5 billion in port and logistics infrastructure over the past 10 years, with over £3 billion of further investment planned. Much of the planning regime and infrastructure is already in place and over one million square feet of warehousing is under construction.





### 3.4 Our Assets and Opportunities

Beyond the long term-place shaping, there are also unique opportunities that we can take advantage of if we can be dynamic and responsive.

These opportunities represent a wide range of seemingly disparate subjects, but all of which share a common purpose – that by achieving them help to lock-in the long-term benefits identified through our 3 sector growth priorities: Productivity, Inclusivity, and Sustainability.



### Nationally Strategic Infrastructure Projects (NSIPs)

There are 9 planned (with 2 already consented) NSIP projects across Greater Essex with delivery in the next 10-15 years. They include:

1. North Falls & 5 Estuaries Wind Farms-planned to operational by the end of the decade will add significantly to the government’s target of 50GW of offshore wind power by 2030.
2. The Longfield Solar Farm, north of Chelmsford is proposed to generate and store up to 500MW and would be that largest in UK.
3. The Lower Thames Crossing is a new 2 tunnel motorway road connection designed to alleviate congestion and facilitate eased journeys at one of the UK’s major pinch points.
4. A12 widening to upgrade to 3 lanes, initially from Chelmsford to Colchester.
5. M25 Junction 28 will significantly increase the capacity of a crucial junction linking Essex with London and the rest of the UK.

**Proposed Nationally Significant Infrastructure Projects could create at least:**

**1,000**  
permanent jobs

**10,000**  
temporary construction and engineering jobs

The total value of the 9 potential NSIPs is more than

**£40bn**

This represents a

**900% increase**

on the number of NSIPs in Greater Essex since 2017.

Just outside the Essex borders are the NSIPs of Sizewell C and London Resort, both of which will have a significant impact on Essex supply chains and labour supply. Sizewell C has an expected spend of £4BN in the East Region outside of Suffolk.

➔ It’s crucial that the legacy and lasting economic benefit of these projects is captured for Essex through long-term employment opportunities and skills transfers.



## Housing Growth


Outside of these huge infrastructure projects, Essex is also on the cusp of realising the delivery of an unprecedented amount of largescale sustainable development which will have significant economic implications:

“Local Authorities in Essex are preparing Local Plans to deliver approximately 150,500 additional homes up to 2036 and beyond, of which 39,750 have been completed, 43,550 have the benefit of planning permission and 67,200 remain to secure planning permission as of April 2022. This equates to approximately 7,150 additional homes per annum based on either ‘Objectively Assessed Housing Need (OAHN)’ or the ‘Standard Method (SM)’ for the relevant local authority. Future Local Plan Reviews are expected to represent a higher rate of housing delivery than previous plans.”

**There are a number of new ‘Garden Communities’ planned for Essex -**

-  Harlow & Gilston Garden Town **20,000** new homes
-  Tendring Colchester Borders Garden Community **7,500** new homes

 Chelmsford Garden Community **Over 10,000** new homes

 Dunton Hills Garden Village **4,000** new homes

**Essex is unique in having four new planned settlements coming forward over the next few years.**

This growth will bring with it considerable economic opportunity within the construction, green energy, and digital sectors, providing a move towards net zero construction and good quality local jobs which can ideally be accessible by sustainable modes of transport. Good use of local planning policies across the county will help to share the responsibility for meeting those needs. The Garden Communities are a particularly important factor in delivering the wider benefits of this local housing growth because their long development horizons (over decades) are conducive to supporting innovation in design and delivery as well as offering substantial new commercial and industry property areas.

## Local Infrastructure Strengths

We have significant infrastructure assets that provide excellent connectivity into the growth areas of the UK and the world - both physically and digitally.

### International Gateways

Greater Essex has international gateways in London Stanstead and London Southend Airports alongside Harwich Port, and this connectivity is attractive to investors. London Stansted, the bigger of the two airports, has direct connections with 169 destinations in 44 countries. Harwich International Port is one of the UK’s leading multi-purpose passenger and freight ports, handling over 3.7 million tonnes of freight a year. It will also become a key component of Freeport East, one of eight new Freeports in England, along with Thames Freeport in the south of Essex. These will be hubs for global trade and national regeneration, as well as creating hotbeds for innovation that will have an impact across the UK. Freeport East alone is expected to create 13,500 new jobs and generate a GVA of £5.5 billion over 10 years, and the Thames Freeport is expected to create 21,000 new jobs and contribute £2.6 billion additional GVA.

 **Businesses that export and have international connections have been found to innovate more, and drive increased productivity as a result. These assets will enable businesses like this to grow and thrive.**

 London Stansted has direct connections with **169 destinations in 44 countries**

Harwich International Port is one of the UK’s leading multi-purpose passenger and freight ports, handling **over 3.7 million tonnes of freight a year**



Freeport East is expected to create **13,500 new jobs** and generate a GVA of **£5.5 billion** over 10 years

Thames Freeport is expected to create **21,000 new jobs** and contribute **£2.6 billion** additional GVA









## Digital

With the launch of Digital Essex and its wide-ranging work, we have been recognised by Mobile UK as a local authority which is streets ahead of others in its approach to digital. ECC has already boosted connections to 160,000 homes and businesses with its superfast broadband programme, which complements connectivity programmes run by the Essex and Herts Digital Innovation Zone (DIZ) and South Essex Councils. West Essex Districts have been highlighted as having some of the best digital connectivity speeds in the country.

Across Essex, we all recognise that excellent digital connectivity is one of the key foundations for a successful and future-proof economy. Growing our priority sectors will rely on the realisation of the benefits of digital technology – for example, when paired with 5G, connected technology such as the Internet of Things (IoT) and artificial intelligence (AI) can provide organisations in a variety of settings with the opportunity for transformative change, from the way

they gather data to how they analyse and act on information. But, to realise these benefits, the sector needs to work with Essex businesses to help them understand the positive impact connectivity-related technology can have on their operations.

With the improvement of digital connectivity available across the county, digital inclusion has become of paramount importance. With a vast number of services across both the public and private sector now only available online, being able to access these services on demand is crucial.

ECC has invested in a team to improve digital inclusion, whose focus is on working closely with key partners across both Essex and the entire country to co-ordinate a strategic approach to digital inclusion. Working with the Department for Science, Innovation & Technology (DSIT), ECC is investing in initiatives to improve digital skills, improve access to connectivity and mobile devices, and work to raise awareness of affordable digital products and services.

## Transport

The transport mix in Essex reflects its diverse geography and ECC as the Transport Authority considers all aspects of the journey chain for both people and goods. At the core of the ECC approach is providing high quality alternatives to the car where possible, and to mitigate the impacts of road traffic on local communities while retaining the economic advantages the county has.

Essex County Council has commenced the development of a new Local Transport Plan that will replace the current Essex Transport Strategy (the statutory LTP covering Essex) that was formally adopted in 2011. Four strategic themes are proposed for LTP4, which reflect the need for the LTP to be focussed on the delivery of wider outcomes:

- Decarbonisation
- Supporting People: Health, Wellbeing & Independence
- Creating Sustainable Places and Communities
- Connecting People, Places and Businesses

These themes are aligned with our sector growth priorities, and the role of transport partners from across the county will be crucial in meeting our collective goals.

## Retrofit

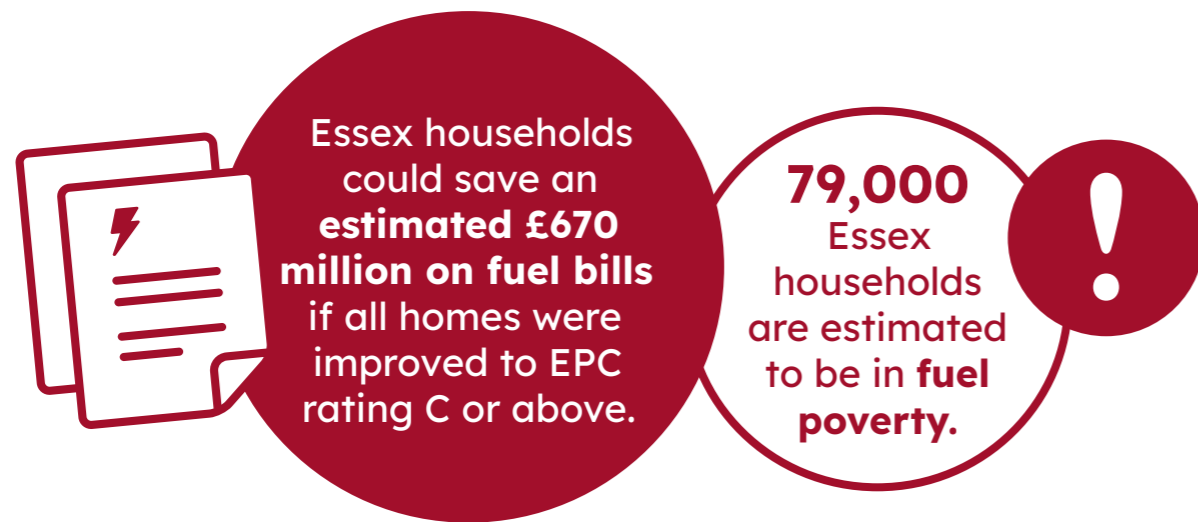
This represents a huge opportunity for all of Essex but also a significant challenge. Nearly two thirds of UK homes fail to meet long-term energy efficiency targets, with more than 12 million homes falling below the C grade on Energy Performance Certificates (EPCs) graded from A-G<sup>1</sup>. This means householders spend more on energy bills and pump tonnes more CO<sub>2</sub> into the atmosphere than necessary – hurting both residents in the pocket during a cost-of-living crisis, and the planet during a climate crisis. The government has recognised the need to go “much further and faster” to improve the energy performance of homes – which presents a huge opportunity for the emergent retrofit sector.



**Dr Tim Forman, a research academic at the University of Cambridge's Centre for Sustainable Development, said now only a national project of a scale not seen since World War Two, would be enough to help Great Britain meet its 2050 net zero carbon target.**

<sup>1</sup> Halden-Pratt, R. BBC Shared Data Unit. Two-thirds of UK homes ‘fail on energy efficiency targets’ (2020). Available at: [www.bbc.co.uk/news/uk-50573338](http://www.bbc.co.uk/news/uk-50573338) (Accessed on 30 April)





(Data: Parity Projects)

Retrofitting the built environment of Essex is integral to meet our green transition goals and net zero aspirations. We estimate the economic opportunity of delivering retrofit in Essex to be in excess of £15 billion, with more than 13,000 jobs created by 2050 (LGA and Ecuity Consulting 2021). K100 data noted **Essex as the county which could reap the greatest benefit from retrofit**, however, at present energy efficiency projects such as retrofit are often awarded to companies from outside the county. There is a lack of local supply chain capacity and capability, and low motivation to transition exclusively to a low carbon sector.

We need to ensure our residents and businesses can benefit. A locally based qualified workforce will be required, along with Essex-based firms primed and ready to take on work as it comes forward – but at present this only exists at a fraction of the scale needed.

**There is therefore need for central government and a network of partners to work closely with local authorities to provide confidence in the retrofit market and to kickstart the move to de-carbonising our buildings, lowering emissions, and growing the retrofit business and skills base within the county.**

Through our two pilots delivered in partnership with the Retrofit Academy we have already delivered training and awareness to Social Housing providers in Essex as part of the UK's first Fit for Retrofit programme. We have a number of businesses progressing through PAS 2030 accreditation and creating opportunities for our residents at all levels – from Level 2, where no previous qualifications are required through to – higher level 5 training for professionals. This programme will train up to 150 people in the skills needed in this future growth area. As an example, before the pilot, there was just one retrofit coordinator resident in Essex. Our programme will boost this number by up to 50.





## Green Growth

We are working closely with the Essex Climate Action Commission Green Economy Group to facilitate and support the transition to a more sustainable economy through the creation of green jobs and opportunities for Essex businesses and social enterprises and we will support Essex residents to access those jobs. We are delivering projects across:

- **An Essex network of ventures supporting the green economy** - we will create a community to network, connecting people with information,

skills and resources they need to take control; embedding them in a digital and real world community

- **Working Well for a Green Economy** - we will encourage businesses to make small changes to the environment that would help them achieve Working Well Accreditation
- **Green Entrepreneurs Programme** - we will support our residents through a bespoke programme of activity aimed at young, green entrepreneurs aged 18 to 35 with innovative green business start-up ideas

We are supporting the transition to a more sustainable economy through the creation of green jobs and opportunities for Essex businesses and social enterprises.

## Arts and culture

**The arts, culture and creative industries play a critical part in making Essex a place to live, work and thrive.**

From direct interventions such as community-based workshops which support residents with social, physical or mental health, to studio-based exhibitions and shows which attract tourists to the area, through to employment and skills-based training opportunities, the Arts, Cultural and Creative sectors have a significant part to play in defining and shaping what Essex is, and what it means to residents and it anyone looking to invest, live and work in the county.

However you choose to define the arts, culture, and creative industries, one thing is clear, as the creative industries continue to grow and thrive, the cultural sector grows with it. The broad umbrella of activity now classified as 'creative' and or 'and culture' means that the link between the arts, creative and cultural sectors and economic growth and health and wellbeing is closer than ever before.

→ The creative industries are becoming increasingly technology based and digital as many others are.

The Crea-Tech Sector is very much seen as a growth subsector within the overarching Digi-Tech Sector, which is supported through our programme.

As the creative industries continue to grow and thrive, the cultural sector grows with it.





# 4

## Delivering Change



### 4.1 Necessity of Change

The post-covid recovery of the Essex economy is expected to be uneven.

According to projections from Cambridge Econometrics, some areas of Essex are not expected to reach pre-covid levels of growth until at least 2030 (Cambridge Econometrics, 2021). We have chosen our sectors of the future based on their potential for growth, and the benefits they will bring to Essex. There is, however, the potential for certain groups to miss out on this growth – including women, for example, construction is projected to have large amounts of growth in the near future – yet only 2 per cent of those in skilled construction and building occupations are female. Automation is also likely to have an uneven impact, particularly for women – with 70 per cent of jobs at high-risk of being automated being held by women (Office of National Statistics, 2019).

This makes it even more crucial that Essex can harness the sectors of the future and we can work together to ensure that women and other under-represented cohorts are aware of opportunity and have access to the skills needed to secure them.

Working practices will need to change to reflect the needs of businesses and workers in future.

### 4.2 Our Plan

This report sets out what we need to do to take us from today to a future where we meet our **3 priorities: a more productive, inclusive, and sustainable future economy for Essex.**

To deliver this future it is not a case of any single organisation trying to lead the way in isolation, or even many partners investing and acting in an unconnected way. It is clear that to make change on the scale of our ambition we will need commitment from **residents, partners, businesses, and government** to communicate, collaborate, and to lead in the areas where they have the influence and delivery power no-one else has.

To target the activity that will deliver the greatest impact, we have identified a number of themes, aligned to our 3 strategic goals, where activity is required to either grasp an opportunity or tackle a long-standing systemic challenge. These areas cut across the 5 growth sectors to break down siloed working and ensure maximum collective benefit is realised.

#### They are:

- Innovation
- Infrastructure
- Business Enablement
- Marketing Essex
- Access to Opportunity (inc. skills)





# What we will Deliver: A thriving economy

Theme	We will	What this will give us
<b>Innovation</b>	<p>Raise the awareness and ambition amongst our businesses to take advantage of new and innovative opportunities, through:</p> <ul style="list-style-type: none"> <li>Support comms and marketing of opportunity: Utilise our own and partners newsletters, forums, social media etc to promote and maximise take up and awareness of private and public sector investment and funding to support innovation</li> <li>Our Innovation Support Programme delivered in partnership with PA Consulting which supports local businesses with the skills to innovate and win public and private investment.</li> <li>With partners, network existing innovation assets and curate a programme of sector specific support opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Increase appetite and awareness of innovation and its importance to business</li> <li>Increase R&amp;D funding per head to competitive levels against our peers</li> <li>Increase in local SMEs and growth sector firms accessing advice and support</li> <li>Increased funding to achieve alignment with HMG % GVA target per head of population</li> <li>Increased productivity, business growth and employment across the 5 growth sectors and transition to greener processes and practices, which could achieve: <ul style="list-style-type: none"> <li>By year 3, after the start, we will create 855 gross jobs.</li> <li>Each year we will help 15 firms successfully access finance for growth or funding for R&amp;D and innovation.</li> <li>Our 3-year programme will create 401 net new jobs, and enable 380 net jobs by year 10.</li> <li>By year 10, this programme will generate £252m in GVA directly from our investment; and will help other teams deliver a further £254m in GVA.</li> </ul> </li> </ul>

Theme	We will	What this will give us
<b>Innovation</b>	<p>Nurture a culture of enterprise and innovation amongst Essex businesses. To achieve this, through the emerging Essex Skills Plan and future Local Skills Improvement Plan and the Lifelong Learning Strategy we will:</p> <ul style="list-style-type: none"> <li>Promote existing and develop new programmes to grow the management, leadership and digital skills that will enable individuals and businesses to capitalise on opportunities for innovation and Industry 4.0 digital solutions.</li> </ul>	<ul style="list-style-type: none"> <li>Residents with the skills and confidence to embrace digital services and employment opportunities</li> <li>Access to a skilled workforce across the five growth sectors, ultimately creating a business community that is ready to take advantage of digital technology and innovative solutions to increase productivity and growth</li> </ul>
<b>Infrastructure</b>	<p>Capitalise on opportunities for our key localities to become the growth clusters of the future. To do this we will:</p> <ul style="list-style-type: none"> <li>With partners develop cluster-based strategies and action plans for key locations including local supply chain development.</li> <li>Target capital investment toward projects offering the greatest growth potential identified through the ECC ERF * programme and partner programmes</li> <li>Influence employment land allocation: working with partners and planning teams across Essex</li> <li>Promote availability of strategic commercial sites through a countywide inward investment website.</li> <li>Partnership with ARU ABOVE programme to grow and develop a cluster of innovative businesses for centred on Harlow</li> </ul> <p>*As well as supporting Essex town centres and high streets, ERF will support the five key growth sectors for Essex. One of the Strategic Objectives of the fund is to facilitate higher productivity economic activity, whilst another is to support start-ups and high-potential firms</p> <p>All new build projects will be expected to deliver net zero carbon in operation</p>	<ul style="list-style-type: none"> <li>Quality commercial premises for the growth sectors, building clusters that foster innovation and develop local supply chains</li> <li>Growth of inward investment into Essex</li> <li>Growth in good quality jobs</li> </ul>



Theme	We will	What this will give us
<b>Business Enablement</b>	<p>Ensure the Essex economy gains maximum benefit from investment in infrastructure and that social value is achieved. We will:</p> <ul style="list-style-type: none"> <li>• Work with partners on number of key projects that will help to articulate supply chain opportunities, such as retrofit investment</li> <li>• Prepare and disseminate Information, Advice and Guidance support to Essex businesses to help them access them, e.g. NSIPs, Anchors, Retrofit</li> <li>• Signpost to the “business guide to the education system” as a starting point in terms of encouraging growth sectors employers to do more on skills / education (<a href="https://educationlandscape.org.uk/the-landscape">https://educationlandscape.org.uk/the-landscape</a>)</li> <li>• Utilise Essex Apprenticeship levy Transfer Service – sharing levy with SMEs (Small to Medium sized Enterprise) to increase uptake in Apprenticeships</li> <li>• Showcase sectors on the Essex Opportunities Portal – jobs, apprenticeship, career pathway</li> </ul>	<ul style="list-style-type: none"> <li>• A clear pipeline of investment in Essex</li> <li>• Greater opportunities for Essex businesses to capitalise on public and commercial procurement.</li> <li>• Strengthened Essex Supply Chain</li> <li>• Growth in good quality jobs</li> </ul>

Theme	We will	What this will give us
<b>Business Enablement: Caretech</b>	<p>Raise awareness of opportunities for businesses and innovators within the CareTech Sector: and create an ecosystem supporting innovation and growth in this field.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> <li>• Deliver a Caretech Forum, with Care Commissioners and Providers, Universities, Digital Innovators and Businesses.</li> <li>• Actively support the North Essex Caretech Hub project</li> <li>• Deliver an expanded CareTech Challenge Prize, building on the success of the 2023 programme</li> </ul>	<ul style="list-style-type: none"> <li>• Early opportunities for technology companies to support care challenges</li> <li>• Greater independence for residents, greater accessibility to care solutions, lower the costs of care below the “average cost” – especially travel</li> <li>• NE aims to be a dedicated national centre to evaluate the benefits of technology in all care settings</li> <li>• Visible brand, place and location for Care Tech - simplify the opportunity for start-ups and inward investors</li> <li>• Contribute to uplift overall GVA</li> <li>• Growth in good quality jobs</li> <li>• We will deliver one innovation challenge fund in year 3 of the programme for the social care sector that will save the public sector £130,000 in costs over 10 years.</li> </ul>
<b>Marketing Essex</b>	<p>Promote sector growth opportunities to audiences inside and outside of Essex. We will:</p> <ul style="list-style-type: none"> <li>• Collaborate with Extraordinary Essex to engage businesses in both investing and growing in Essex.</li> </ul>	<ul style="list-style-type: none"> <li>• Growth of Inward Investment into Essex</li> <li>• Growth in good quality jobs</li> </ul>



# What we will Deliver: An economy for everyone

Theme	We will	What this will give us
<b>Access to Opportunity - Skills</b>	<p>Promote growth sectors to Essex residents, encourage take up of current and future opportunities, provide learners with best possible chance to realise their potential.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> <li>• Collaborate with skills providers and business to develop the needed workforce for the future – tying business needs to future skills programmes.</li> <li>• Ensure a continuing sector focus in the Local Skills Improvement Plan, including collection and use of relevant labour market information to inform the outcome-based investment and performance measurement for sector specific training initiatives.</li> <li>• Promote utilisation of Essex Careers Enterprise Company contract to support Careers Hubs, which are centres of excellence focussed on improving careers education and help every young person find their best next step</li> <li>• Work with schools, colleges and providers, Universities, ACL, Libraries, and partners to promote our sectors and the opportunities within them, providing materials for promotion</li> <li>• Contribute to Essex Opportunities Portal and Essex Careers Magazine to promote career opportunities in Essex growth sectors along with relevant training opportunities.</li> <li>• Deliver other key projects including:- <ul style="list-style-type: none"> <li>• College Employer Clusters pilots initially in Harlow and Basildon</li> <li>• Essex Opportunities Live</li> <li>• Essex Apprenticeship Levy service</li> <li>• Basildon and Tendring Schools Programmes</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A skills system aligned to the local employment market across the whole of the county, taking into account differences between areas</li> <li>• Increased awareness of sector-based career opportunities</li> <li>• A diverse supply of skills to produce a workforce to meet the future needs of our growth sectors.</li> <li>• A reduction in businesses reporting skills as a barrier to future growth.</li> </ul>

Theme	We will	What this will give us
<b>Access to Opportunity</b>	<p>Support equality of opportunity of access to future growth sector employment:</p> <ul style="list-style-type: none"> <li>• Raising awareness, starting at primary school level of sector-based career pathways</li> <li>• Implementing the recommendations of the ARU SHOKE study – including: <ul style="list-style-type: none"> <li>• Improving hiring practices and ensuring internal mobility by equipping individuals with the tools and support they need to advance</li> </ul> </li> <li>• Build upon, expand and promote networking opportunities via We are Radikl, Ambitious Women and other programmes</li> <li>• Actively promote business funding opportunities targeted toward women and underrepresented groups, eg women entrepreneurs, including via British Library BIPC</li> <li>• Commitment to share data and be transparent</li> </ul>	<ul style="list-style-type: none"> <li>• Equality of opportunity and reduce gender imbalance within our growth sectors</li> <li>• Increase in investment into companies with female or people from ethnic minorities as founders / co-founders</li> <li>• More Women / people from ethnic minorities in C-Suite positions</li> </ul>



# What we will Deliver: An economy fit for the future

Theme	We will	What this will give us
<b>Business Enablement</b>	<p>Influence the provision of business support and guidance with partners to create the conditions for Essex business to be able to access:</p> <ul style="list-style-type: none"> <li>• Business funding</li> <li>• Advice and Guidance to grow</li> <li>• Support for sustainability in both product and process</li> <li>• NZIN newsletter and conference</li> </ul>	<ul style="list-style-type: none"> <li>• Co-ordinated approach to support for business</li> <li>• Better access to guidance and support for business</li> <li>• Better able to take advantage of opportunities</li> <li>• Greater success in funding applications</li> <li>• Higher levels of sustainability – move to Net Zero</li> <li>• Green growth opportunities maximised</li> </ul>
<b>Infrastructure</b>	<p>Ensure collaborative action to provide Essex based companies and residents with the opportunity to capitalise on green growth opportunities.</p> <p>To do this we will:</p> <ul style="list-style-type: none"> <li>• Phase and sequence a clear pipeline of planned work, starting with the Essex Anchors Network Retrofit Programme</li> <li>• Articulate the market opportunity to Essex businesses, working with partners to promote these</li> <li>• Promote long term consistent procurement routes for Essex SMEs to provide future certainty of markets and take up of training.</li> <li>• Work with training providers including ACL</li> <li>• Develop a supply chain of businesses ready to undertake the work</li> <li>• IAG - Development and disseminate supporting procedures.</li> </ul>	<ul style="list-style-type: none"> <li>• A pipeline of projects, which can be expanded on as research expands over time.</li> <li>• Increased number of businesses accessing green opportunities</li> <li>• More employment in green growth sectors</li> <li>• Better understanding of the opportunity for business and growth</li> </ul>

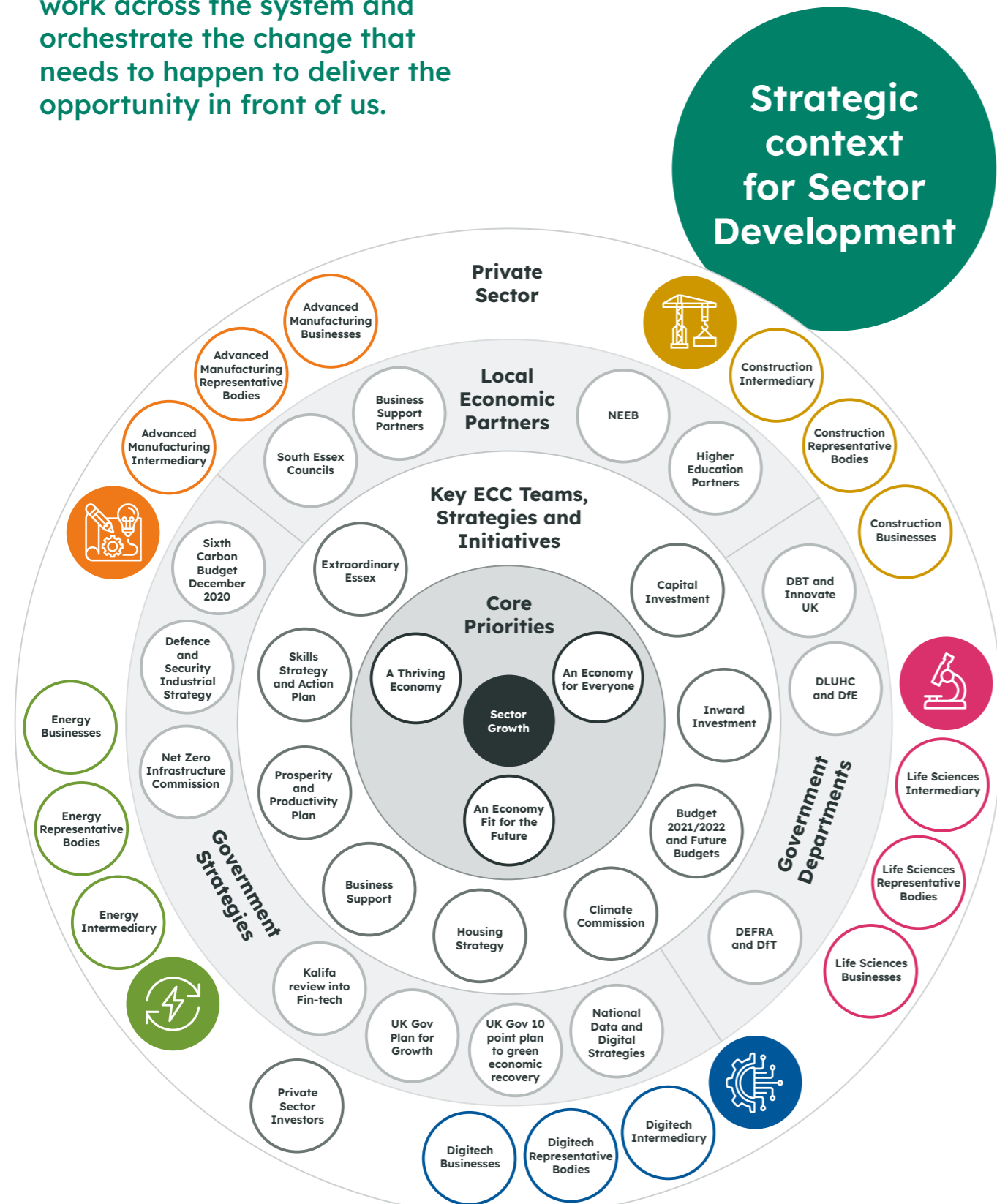
Theme	We will	What this will give us
<b>Access to Opportunities - Green Skills</b>	<p>Deliver a Green Skills Programme including-</p> <ul style="list-style-type: none"> <li>• A Green Skills Prospectus and Directory</li> <li>• Green Jobs Future Workforce Information</li> <li>• Micro-modules for school leavers and FE learners</li> <li>• Bite Size courses for residents</li> <li>• Resources and bite size courses for businesses</li> <li>• Green skills resources for schools and providers</li> <li>• Green Careers Week</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing retrofit skills (people and tutors)</li> <li>• Growth in good quality jobs</li> <li>• Clear pipeline of activity</li> <li>• A reduction in businesses reporting skills as a barrier to future growth.</li> </ul>
<b>Access to Opportunity</b>	<p>Retrofit will not only be key to ensuring that our homes and commercial buildings are less polluting but will potentially create over 12,000 jobs in the County by 2030. We need to take a collaborative, whole-system approach to ensure the development of the future workforce of skilled and specialist trade individuals to deliver the retrofit measures set out in PAS 2030.</p> <p>We are currently working in partnership with the Retrofit Academy delivering varying levels of Retrofit roles and skills, we now need to develop plans to roll out this offer to wider Essex, working across the whole system to ensure the opportunity is felt throughout the County.</p> <p>We will:</p> <ul style="list-style-type: none"> <li>• Complete retrofit pilots in Harlow Tendring including: <ul style="list-style-type: none"> <li>• A large-scale PAS 2035 upskilling programme: over 200 beneficiaries</li> <li>• Fit for Retrofit training and coaching to housing providers</li> <li>• Research into stock condition and the demand for and supply of retrofit skills in the county</li> <li>• Development of local training providers so they can deliver retrofit training in the future</li> </ul> </li> <li>• Anchors programme on estates retrofit</li> <li>• Delivery of Carbon Literacy programme across Essex</li> <li>• Promote: Climate Action Challenge fund – supporting SMEs across Essex</li> </ul>	<ul style="list-style-type: none"> <li>• Increasing retrofit skills (people and tutors)</li> <li>• Growth in good quality jobs</li> <li>• A reduction in businesses reporting skills as a barrier to future growth.</li> </ul>
<b>Access to Opportunity</b>	<ul style="list-style-type: none"> <li>• Work with Essex Climate Action Commissioners to provide mentors and coaches for young people in business</li> <li>• Provide Challenge Prize (tbc) for winning panellists promote ideas going forward</li> </ul>	<ul style="list-style-type: none"> <li>• Growth in green businesses</li> <li>• Growth in good quality jobs</li> <li>• Opportunities for young people</li> </ul>



## 4.3 Orchestrating Change

As demonstrated by the scope and scale of this document and the key role of partners in its creation, we are committed to work across the system and orchestrate the change that needs to happen to deliver the opportunity in front of us.

We have mapped out the crucial teams, public sector partner organisations, and areas of the private sector that we will engage with and build our programme of work, as shown below:





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